

**SECRET**

Statement of Strategic Objective (Issue Statement):

Improve the availability of Agency secure voice communications to metropolitan, domestic field, and foreign locations.

Solution:

The procurement of new digital communications switches will allow the Office of Communications to meet the metropolitan area commitment. The deployment [ ] will enhance the secure voice profile in the domestic network. In addition, [ ] will be considered as a replacement for existing (and expanding) secure voice service abroad.

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Time Frame:

1983 - 1986

Planning Assumptions (Explanation):

- The availability of secure voice communications will continue to be of critical importance to the security of the metropolitan, domestic and foreign activities of the Agency and those it supports.
- [ ] production responsibility for which is vested at [ ] will be generally available.

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Sponsor(s):

Office of Communications

Customer(s):

Agency-wide  
Community: NSA, [ ]  
Other: [ ]

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**SECRET**

## Statement of Strategic Objective (Issue Statement):

Expand our present transmission system (i.e., the combination of SKYLINK, HF radio, lease line, dial-up supports, microwave, coaxial cable, and wire line grid systems) to support the modernization of the digital portion of our network.

## Solution:

Complete the SKYLINK program, enhanced HF radio and dial-up capability and expand microwave and coax cable trunking.

## Time Frame:

1980-1987

## Planning Assumptions (Explanation):

- The transmission system will be required to support the digital subsystems with a sufficient capability to accommodate known and projected service requirements.
- Existing high frequency radio capability will be insufficient to handle projected narrative and high-speed data requirements.
- Enhanced high frequency radio service capabilities will be required where SKYLINK or other resources are not available.
- Microwave utilization in the metropolitan area will continue to increase.
- Existing technologies will be used to supply the solutions to these requirements.

## Sponsor:

Office of Communications

## Customer(s):

Agency-wide  
Community: NSA, ☐  
Other: ☐

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SECRET

Statement of Strategic Objective (Issue Statement):

Replace existing communications equipment and switching systems with a telecommunications network which supports the information handling requirements of the Agency, the Intelligence Community, and others.

Solution:

Ensure the implementation of Project MERCURY.

Time Frame:

1980 - 1986

Planning Assumptions (Explanation):

- Our current Teletype network is technically obsolete and is incapable of supporting the projected and perceived high-speed information handling requirements of network customers.
- The digital portion of our network will require modernization and upgrading in order to provide these new information handling services.
- Connectivity and survivability will be of increasing importance as worldwide political stability decreases.
- Existing technology can be used to provide the required solution.

Sponsor(s):

Office of Communications

Customer(s):

Agencywide  
Community (e.g., NSA,

[redacted] and  
other US Government Agencies

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Statement of Strategic Objective (Issue Statement):

Replace the existing message processing system in OC and ODP with an integrated system that will provide a comprehensive, automated two-way message handling and dissemination facility.

Solution:

The solution will include replacement of the current Cable Dissemination System with available hardware and software to ensure rapid and accurate transmission and dissemination of record traffic.

Time Frame:

1980 - 1987

Planning Assumptions (Explanation):

- The rapid, accurate and secure dissemination of record information, in whatever form, will continue to be essential to the functioning of the Agency.
- There will be increased requirements for electronic transmission of computer-generated record traffic into and out of the Headquarters Building.
- There will be increased connections to Intelligence Community and other intragovernmental telecommunications networks (e.g., COINS).
- The current Cable Dissemination System has been overtaken by events and is overloaded.
- Existing technologies will be used to provide a solution.

Sponsor(s):

Office of Communications  
Office of Data Processing

Customer(s):

Agencywide [REDACTED]  
Some Intelligence Community activities

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Statement of Strategic Objective (Issue Statement):

In order to ensure that the Agency has a viable financial and budgetary system, it is necessary to undertake a series of developments over the next five year period which result in moving from present systems to those which are built upon the technological environment of the 1980's and which are responsive to the requirements of that environment.

Solution:

Implement new or enhance existing financial and budgetary processes and automate their improvements, specifically in the areas of payroll, billpaying, accounting, and liaison.

Time Frame:

1980 - 1985

Planning Assumptions (Explanation):

- Improvements in technology, particularly in data processing and communications will continue to drive requirements for financial and budgetary services beyond the capabilities of our present financial and budgetary systems.
- By 1985, the payroll system should permit telecommunication of data into the system without redundant human processing, also a real-time response to queries, and virtually unlimited payee services.
- An automated process that eliminates the bulk of low level human processing will be required in the present certification and bill paying processes.
- Our accounting process will need remodeling in all aspects, especially in the relationship between headquarters and the field. Present systems will not provide enough flexibility and security to keep up with operational requirements.
- Our financial liaison relationships  Department will require improvements.

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Sponsor:

Office of Finance

Customer(s):

Agencywide

Statement of Strategic Objective (Issue Statement):

To provide the optimum level of support to worldwide logistical requirements by balancing the trade-offs between the efficiencies of centralization and the responsiveness of decentralization; and to maintain maximum productivity regardless of the mix of centralized and decentralized organizational configurations.

Solution:

To meet the objective of maximum productivity, flexibility and efficiency, a Logistics Integrated Management System (LIMS) must be defined and developed. This system must include or communicate with material management systems in offices throughout the Agency, must communicate with GSA and Department of Defense supply systems, must integrate and streamline supply, procurement and financial requirements, and must provide the data for a flexible management information system.

Time Frame:

1980 - 1984

Planning Assumptions (Explanation):

- Existing automated systems can no longer be enhanced or support additional applications in a cost effective manner.
- There will be no significant drop in Agency requirements for materiel support.
- Constrained financial and personnel resources will diminish the ability of existing logistics systems to respond to requirements.
- LIMS can be accomplished with existing technology.

Sponsor(s):

Office of Logistics

Customer(s):

Agency-wide  
Community:

Community Staffs

Statement of Strategic Objective (Issue Statement):

Provide Agency-wide information handling and office automation capabilities such as electronic filing and indexing and electronic mail similar to those of the SAFE system.

Time Frame:

1983 - 1988

Planning Assumptions (Explanation):

- The initial SAFE system will have been successfully installed within NFAC.
- The wideband BUS communications system will be successfully installed with expansion possible for offices desiring the new service.
- These capabilities will be of use to and will satisfy requirements for Agency-wide information handling.
- The standard Agency terminals can be used for this class of service.

Sponsor(s):

Office of Data Processing

Customer(s):

Agency-wide

Statement of Strategic Objective (Issue Statement):

Provide a graduate-level education program that increases the professional competence of intelligence personnel.

Solution:

Develop, for appropriate entry-level, mid-level, and senior-level personnel a curriculum, faculty, and facility that systematically explores the history, organization, skills, policy, and functions of the practice of intelligence.

Time Frame:

1980 - 1983

Planning Assumptions (Explanation):

- Senior Agency management will support the program, both in approving additional funds, personnel and facilities needed to conduct the program, and in selecting and releasing the appropriate student population.
- The program will not be fully operational before the FY 1983/84 time frame.

Sponsor:

Office of Training

Customer(s):

Agencywide  
Community activities

Statement of Strategic Objective (Issue Statement):

Improve the Agency's ability to conduct an effective Information Systems Security Program that controls the inadvertent or deliberate compromise of data in Agency and contractor information handling systems.

Solutions:

Develop a cadre of specialists to evaluate security implications inherent in the hardware, software, and operating procedures of individual systems, and to assess and detect technical threats against information processing hardware and software.

Time Frame:

1982 - 1986

Planning Assumptions (Explanation):

- Information processing systems will be increasingly adopted throughout the Agency. The trend toward more, larger, and interconnected systems will make it ever more difficult to recognize the security risk potential in these information systems.
- The potential risk of compromise increases sharply as sensitive information is accessible from a larger variety of technical sources.
- Decentralization of data terminals worldwide with access to multiple information data bases will necessitate security surveys that span multiple systems.
- In order to enhance the information systems security structure, it will be necessary to acquire a limited number of highly skilled information processing engineers and develop an increased number of information security officers.

Sponsor:

Office of Security

Customer:

Agencywide  
Community Staffs  
Contractor Facilities

Statement of Strategic Objective (Issue Statement):

Determine and implement acceptably expeditious methods of review which will enable us to review 80 percent of our 20-year-old permanent records in the Agency's Systematic Classification Review program by December 1986, adhering to the spirit of E.O. 12065. Concurrently, develop plans for the re-review of documents whose classification has been retained, beginning in 1987.

Time Frame:

1980 - 1988

Planning Assumptions (Explanation):

- No change will be made in the systematic review requirements established by E.O. 12065 and no additional resources will be committed to the systematic review of activity.
- A re-analysis of the Agency's holdings will provide a more realistic (lower) estimate of the amount of permanent material to be reviewed.
- The current review can be changed if logical, legal, and viable alternatives can be found.

Sponsor:

Information Services Staff

Customers:

Agencywide  
Other US Government Agencies

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**VOL 6 BUDGET JUSTIFICATION (Continued)**  
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**Activities Description and Justification**

The increase in 1981 over 1980 is the result of both mandatory cost increases and programmatic decisions. Mandatory increases [redacted] for personal services are more than offset by a reduction in overtime and reduced requirements for terminal leave payments. Other programmatic changes include the costs associated with the occupancy of the 85,000 square feet of new office space—along with the necessary renovations in vacated space—and payments to GSA for nonrecurring engineering support projects. The increase in the cost of supplies reflects both a decision to raise stock levels to meet operating needs as well as the extraordinary rise in the cost of paper. The increase for procurement of equipment includes funds for a minicomputer to better control classified material in the courier system.

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Cost control in the Office of Logistics is an ongoing effort. Analyses of which materials are purchased for inventory, the stockage levels established, and line item consumption rates are continuing high priority activities that annually yield important cost savings. Particular care is given to preventive maintenance and to immediate repair of equipment supporting priority activities; these and other similar techniques contribute substantially to minimizing cost growth. Special attention is given also to controlling travel costs; logistics officers serving outside the Headquarters area are encouraged to remain in such assignments for more than two years, thereby reducing PCS travel costs. All travel and training requests are reviewed and approved centrally.

Productivity standards exist in many logistics functional activities. In the printing services area, productivity standards are being formally established for each basic skill. Productivity measurements drawn from commercial printing and photography standards, as provided by the Printing Institute of America and others, have been built into the newly developed Management Information System designed to control supplies and scheduling.

The Office of Logistics will continue to face new challenges in the procurement arena—the need to obtain in a secure manner certain material in support of sensitive operational requirements, and the ever-increasing complexity of the Federal acquisition processes and policies and the direct impact that this has on our ability to procure CIA goods and services in an efficient and timely fashion. In the face of escalating costs for goods and services provided as a service of common concern to the Agency and to selected Intelligence Community organizations, and given the resource constraints of the 1981 program, the Office will be hard pressed to meet the demands for logistical services and support

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**VOL 6 BUDGET JUSTIFICATION (Continued)**  
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In addition to serving the needs of the Agency, the Office of Logistics provides, as a service of common concern, support to the Collection Tasking Staff and the Resource Management Staff, as well as ad hoc support to other Government offices, e.g., secure document destruction support to the White House, Treasury, and the US Senate.

Numerous achievements during 1979 included:

- space renovations in the Headquarters and outlying buildings to accommodate growth associated with increased computer capacity and new priorities, and consolidation of DDO areas resulting from recent personnel reductions;
- completion of architectural engineering design to support major projects including Project SAFE, Project ADSTAR, and power vault expansion;
- completion of a survey and engineering design effort necessary to construct the new central core offices at [REDACTED] (construction is scheduled in 1980);
- completion of a silver recovery study to identify Agency components generating film residue (a salvage contract was negotiated pending the construction of a US Government recovery plant in 1981);
- installation of a third Electronic Text Editing and Composition System (ETECS) module to provide more responsive support to intelligence production requirements; and
- consolidation of the special printing plant with the main printing plant resulting in significant increases in productivity.

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VOL 6 BUDGET JUSTIFICATION (Continued)  
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Activities Description and Justification

The 1981 increase for Standard Level User Charges is a mandatory cost change. The total increase for 1981 is required not only to cover higher GSA maintenance costs but also increased costs resulting from the recent reassessment of Agency-occupied facilities by GSA under its Fair Annual Rental system. The significantly increased assessments, which reflect escalating real estate values based on the first major re-appraisal by GSA of Agency space holdings since enactment of P.L. 92-313, were sustained by GSA following an appeal by the DCI.

The request for 1981 is based on the continuing need for space currently occupied by the Agency. The level of GSA-provided services and support related to these facilities will be essentially unchanged in 1981. (This decision unit is handled within the Agency's Office of Logistics.)

148